

CHIVE/C-335-66
23 December 66Q's and A's for CHIVE Task Force Members

1. Why was the CHIVE Task Force organized?

The CHIVE Task Force was organized to carry out the Phase III tasks of Project CHIVE (Initial System Implementation). The Task Force-type organization allows us to weld the best talent from OCS, OCR, and contractors into a well-defined structure under central administration which can concentrate its attention on a specific job.

2. What is the difference between the Task Force organization and that of the Office from which I came?

The Task Force is organized functionally (see Attachments A and C), with a mixture of OCR, OCS, and contract people assigned to task groups according to the talents they represent. Task group assignments have no relation to the contributing components, and none should be inferred. The D/CTF reports to the D/CR, who is responsible for overall policy guidance. In its normal administrative functions, the Task Force has Division status in OCR. Although you are assigned to CTF, you will retain an administrative "home" in the Office you came from. That is, you occupy an established slot on the T/O of either OCR or OCS.

3. Where will I be slotted?

OCR personnel are slotted in a component with an interim T/O officially approved by the Office of Personnel and specifically established to accommodate CTF personnel. This component is divided for actual operational purposes into three Groups and a Staff--System Integration Support (SISG), Indexing and Retrieval Design (IRDG), China Operations (COG), and an Integration and Plans Staff (IPS). OCS personnel on the Task Force are slotted in the Intelligence Support Division, headed by [redacted] and will be further assigned to appropriate tasks under one of the above Groups or under the Program Design Group, headed by [redacted]

4. Why was I assigned to the CHIVE Task Force?

None of us are "experts" in the information systems field, nor is it easy to define the prerequisites for working on a job such as CHIVE. But, it is certainly possible to relate past performance to one's potential for what has been called (for lack of a better name) "systems" work. In one way or another, you have demonstrated the kind of ability, experience, and interest which is needed for CHIVE development.

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GROUP I
Excluded from
Automatic
Downgrading and
Declassification

5. What is the goal for Phase III of Project CHIVE?

First of all, the simple fact that the Task Force was formed indicates that CHIVE has gone beyond the point of feasibility study or an academic exercise, so the goals are real. The basic objective of Phase III is the creation of an initial element of OCR, the China Operations Group, which will operate as an all-source, machine-supported unit. This Group (COG) will operate in a parallel mode with China-oriented parts of OCR during Phase IV and will assume little OCR production responsibilities for the Chinese area until Phase V. It is intended that this Group initially perform the following functions in Phase IV:

- a. Publish and distribute an index of current acquisitions of intelligence interest on Communist China.
- b. Index the document classes defined in the CHIVE Phase II Report and maintain the necessary dictionaries.
- c. With the assistance of ADP equipment, maintain the necessary document index and summary information files and service requests against them (including production of biographic intelligence).
- d. Support the implementation of a centralized document delivery system and use it to support the activities of COG.

6. Who is my immediate supervisor?

Attachment C shows the Group assignments of people who (to date) have been identified as members of CTF. It does not include those who have been (or will be) detailed to CHIVE for a specific task. Your Group Chief has overall responsibility for a subset of the Phase III tasks. Where more than one person is assigned to a task, the four Group Chiefs may delegate a portion of this responsibility to one of the people involved. In these cases, the delegated person will, as Task Chairman, be your "immediate supervisor."

7. What exactly will I be doing during Phase III?

A detailed plan for scheduling and manning Phase III tasks has been worked out. This includes an attempt to spell out assignments on an individual basis. Your Group Chief has this plan and is best able to interpret your specific role over the next several months. Obviously, an undertaking of this size will be in a constant state of flux--unforeseen technical difficulties, administrative delays, personnel problems, etc., will be encountered, so don't be surprised if you are asked to change assignments or change emphasis on a given task. A (hopefully) exhaustive inventory of Phase III tasks is given in

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Attachment B. Task Descriptions are available for most of these showing objectives, methodology, products, personnel assigned, etc. It should be pointed out that the task definitions will not always be clear cut. It is quite easy to show that each one relates to all the others. This is frustrating, but must be tolerated.

8. If I have what I think is a good idea, or if I think that a task should be changed, how do I make my ideas known?

The nature of our job requires rather free exchange of our ideas and opinions. We hope to have a physical and intellectual environment that facilitates such discussions without resorting to review or appeal mechanisms. Of course, committing your ideas to paper in the form of a memorandum will always be a good way of disciplining your thoughts as well as communicating them to others. You should remember, however, that a number of basic decisions have already been made and others will be coming at a fast pace. Proposals or ideas which are in conflict with basic decisions already made have probably been considered and rejected for some reason. Further consideration of them at this time would only delay progress. We cannot continuously review basic decisions or we will never get off the ground. If testing reveals an error in a basic decision, then the basic decision will be reviewed and a new corrective decision made.

9. How many people will be on the CHIVE Task Force?

During Phase III, the CHIVE Task Force should grow to people.

10. How will the CHIVE Task Force get up to strength? Who will be added? When?

The planned phasing in of personnel is as follows:

1 Jan 67

1 Mar 67

1 May 67

OCR
OCS
IBM
PSI

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Most of the personnel, of course, come from OCR. Some of these people will be identified from CTF and Division Chiefs' nominations, others through an OCR notice which was circulated. A few of the OCR contributions will come through external recruiting. Most of the talent from OCS, however, must be trained in programming (two to four years experience), and for this resource we have to turn to external recruiting.

11. Will we be working very closely with other OCR Divisions?

Yes, we will be working very closely with them in three ways. First, assistance on some tasks has and will come from people in OCR Divisions on a loan basis

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for a specific period of time.* Secondly, CTF must work out procedures for servicing requests on Communist China in a way which will make best use of existing OCR files and personnel. Good working relations must be established if OCR is to continue to operate effectively. Third, we will attempt to keep the divisions informed of every aspect of the CHIVE effort--both formally and informally. A point to remember here is that we should think of ourselves as a new part of OCR. Of course, CHIVE represents something "new" and, therefore different, but this is a team effort in support of OCR operations.

12. What background materials should I read in preparation for my CHIVE assignment?

Tab A of the Training Program for CHIVE Task Force Personnel (CHIVE/R-1-66, 20 June 1966) is the basic guide for CHIVE introductory training. It provides reading lists related to OCR and CTF orientation, security considerations and procedures, document and information storage and retrieval systems, and ADP systems and equipment. The basic document used for guidance is the CHIVE Phase II Report, published in several volumes, of which I, III, and the first sections of V should be read first. As scheduled in the training plan, you should also familiarize yourself with available Task Descriptions relating to your assignment. In addition, the CTF Secretary has a complete bibliography of CHIVE Memoranda and Working Papers. You should scan this to see which are pertinent to your job. CHIVE Newsletters and Bi-Weekly Reports for the past three months are good summaries of recent progress. The above publications are available through the CTF Staff Assistant.

13. Will I need any training to prepare me for my job?

The training program cited in paragraph 12 outlines the types of training to be provided as appropriate. The following general comments suffice for the moment:

External: Everyone should be given a basic introduction to EDP concepts. The Civil Service Commission and OTR offer suitable courses for CHIVE people. In some cases, a systems analysis and design course can be useful, but, unfortunately, there are very few good courses in this area. In addition, attendance at conferences or symposia sometimes will be useful. People slated for computer programming assignments should attend a series of IBM/360 courses. External training requests--whether for a course as such or conference attendance--should be submitted, using the standard Form 136, through your Group Chief. The Staff Assistant will coordinate with the Administrative Staff of OCS and OCR.

Internal: Our biggest training need will be that necessary to get the CHIVE System going--indexer training, procedures for searching machine and manual files, training for data transcribers, file updating procedures, etc. For this on-the-job training, the designated personnel will be assigned as they would be to other tasks.

* To avoid confusion concerning who is or is not on CTF, these people will be called SPOT personnel.

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For China familiarization, courses will be arranged with OTR or the Foreign Service Institute of the State Department. Also selected readings on China are available within CHIVE.

14. Who fills out my Fitness Report?

Your Fitness Report will be signed and discussed with you, either by your task chairman or Group Chief. The "Reviewing Official" will be the senior person on CTF from your home office; i.e., [redacted]

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15. What are the career possibilities in CHIVE?

First, some general remarks: It is obvious that the Agency is at the threshold of a significant evolution in all aspects of information processing. This evolution will gather speed with or without CHIVE, with or without computers, with or without significant organizational changes. New collection technology and a volatile world situation are facts of life. Without belaboring the point, the "ground floor" platitude applies to CHIVE. Of course, only you can evaluate the balance between career risks and career opportunities in CHIVE. But the commitment, once made, should be rather complete. The frustrations you will encounter must be met with positive action, not with lingering doubts of whether or not CHIVE is for you.

More specifically, as mentioned above, you are part of the T/O of either OCS or OCR. Standard promotion procedures will be followed within both offices. Promotional opportunities have been a very real concern in the establishment of the T/O's. In work such as ours, performance criteria are obviously difficult to establish. Basically, this is because there is no real hierarchy of job responsibilities except at the highest levels. Each office must rely on the intangibles of motivation, intellectual capacity, perseverance, personnel relations, etc.

16. Where do I get my paycheck? Who is responsible for my T&A Card?

The clerical person located in your general working area is responsible for issuing paychecks and handling T&A matters. You will be introduced to one another immediately on assignment.

17. To whom do I report illness? From whom do I request leave?

In cases of unexpected illness or emergency during normal duty hours, you should ensure that your supervisor is notified of the reason for the absence and any appropriate particulars. During after duty hours, the Office of Security should be notified by calling [redacted]. When you know in advance that you want leave, your request should be submitted to your supervisor through the T&A clerk maintaining your record. For further information on leave matters, see CHIVE/C-187-66, 23 September 1966.

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18. How long will we be in the Task Force mode?

The Task Force will remain in existence until all major elements to be included in the new system have been implemented. The personnel and scope of the Task Force, however, will change over time. As new elements become operational, personnel from the Task Force will drop out and assume a specific operational role. Similarly, as CHIVE addresses other geographic areas, additional OCR people will be brought into the Task Force for file building and system training, and later be set up in an operating unit as were their predecessors. A similar migration within the Task Force will take place. Certain people initially assigned to tasks under SISG, IRDG, and IPS will move to the China Operations Group sometime during Phase III. Certain OCR functions, of course, will not be directly affected by CHIVE design over the next several years. These people would remain outside the Task Force environment.

Attachments

- A - CHIVE Personnel Roster
- B - CHIVE Phase III Tasks
- C - CHIVE Organization and Personnel
Assignment Chart

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Attachment B

PHASE III TASKS

<u>Task Number</u>	<u>Task Name</u>
* 1	Security Procedures
* 2	Current Awareness Support
* 3	Document Delivery System - Liaison
* 5a	Location Dictionary
* 5b	Subject Dictionary
* 5c	Organization Dictionary
* 5d	Biographic Procedures
* 7a	Forms Design
* 7b	Dictionary/Indexer Interface
*10b	Revision of Indexing Procedures and Techniques
*12	Input Processing
*13	File Maintenance
*14	Control
*14a	CHIVE Monitor
*14b	Table Definition Restructure
*15	Communications/Data Analysis/Display
*15a	Communications
*15b	Data Analysis
*15c	Display
*17	Phase III Scheduling and Integration
*18	System Test Plan
19a	Dossier Content Study
*20	Management Data
*22	Customer Requirements and Relations
*23	Graphics and Maps
24	Referral Service Files
*25	Summary File Building
*26	Querying Procedures
*27	Source Formatted Data
38a	Programming Support - Location Dictionary
38b	Programming Support - Subject Dictionary
38c	Programming Support - Organization Dictionary
38d	Programming Support - Biographic Dictionary
38h	Programming Support - Current Awareness
40	CHIVE Orientation
42	Staff Assistant to Director
43	Contractor Management
44	Task Group Management
45	Task Force Management
46	Clerical Support
*47	Indexer Training
*48	IA Indoctrination
49	Query Procedures Testing
50	Current Awareness Production - China
51	Operational Systems Test
52	System Extension
53	Ad Hoc Programming Support
54	Design Area Management
*55	System Flows and Transactions
57	EDP System Design
*58	COG Organization and Personnel Responsibilities
59	Soviet Elite File
*60	Special Assistant to the Director

* Task Descriptions published.

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Attachment C

CHIVE

ORGANIZATION AND PERSONNEL CHART

23 December 1966

Persons without office designations
after their names belong to OCR.

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GROUP 1
Excluded from Automatic
downgrading and
declassification

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